

Creating Action Plans



Action Plan Development

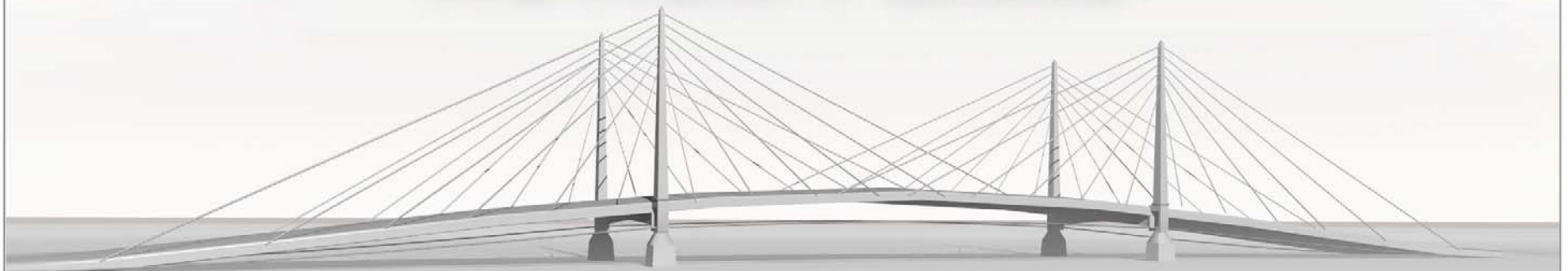


- 5 Stages
 - Strategy analysis
 - Information gathering
 - Moving to action
 - Action plan writing
 - Cost-benefit analysis

Dreaming-Doing Continuum



ACTION PLANS



Dreams
Vision
Ideas

Operations
Actions
Doing



Action Plans



- Explicit directions for action
- Describe what's required for the realization of results
 - Specific tasks or activities
 - Separately assignable
 - Latitude for on-time, on-site decisions
 - Cost/benefit analysis

Action Team Leaders



1. Coordinate group process

- Develop agendas
- Arrange meeting dates, times, locations
- Chair the meetings
- Facilitate group process

Action Team Leaders



2. Organize the work

- Divide responsibilities
 - ✦ Recording, minutes, follow-up, etc.
- Create subgroups where needed
- Develop and monitor timelines

Action Team Leaders



3. Communicate with internal coordinator

- Send meeting notices and minutes
- Communicate problems or concerns
- Seek assistance when needed

Action Team Leaders



4. Present to Strategic Planning Team

- Write cover letter
 - ✦ Summarize work of team
- Make presentation
 - ✦ 20 minutes
- Answer questions
 - ✦ 20 minutes

Action Team's Responsibility



- Create plans for implementation
 - Honor the strategy as stated
 - Chart a course into the future
 - Do NOT change the strategy
 - Team does not implement

Action Team Members



- Guidelines for participation
 - Reflect diverse perspectives
 - ✦ Not special interests
 - Work for the good of the entire organization
 - ✦ Not for personal agendas

Action Team Members



- Guidelines for operation
 - Everyone participates
 - ✦ No one dominates
 - Tell the truth
 - ✦ Deal with the important issues
 - Work as peers
 - ✦ Rank is not relevant

Strategy Analysis



- Purpose of Strategy
 - Why was this strategy created?
 - ✦ What problems or opportunities does it address?
 - What is it intended to accomplish?
 - ✦ How will things be better after implementation?

Information Gathering



1. The historical perspective

- Become district experts on strategy
 - ✦ What's been done here and elsewhere?
 - ✦ Any existing plans for the future?
 - ✦ Do others have experience with this?
 - ✦ Do others have ideas that could be developed?

Information Gathering



2. Conceptualizing the future

- See the strategy as fully operational
- What does this imagined future look like?
 - ✦ How are things better than from current reality?

Information Gathering



3. Getting a fresh perspective

- Question your own assumptions
- How is the issue addressed elsewhere?
 - ✦ Look at other states, countries, corporations, agencies, etc.
- Seek out others who are investigating the same concern

Moving to Action



- **Narrowing your focus**
 - Identify all related issues and ideas
 - ✦ Transform them into specific results to be achieved
 - Ask the question...
 - ✦ Which results will ensure full implementation?

Action Plan Specific Results



- Guidelines
 - They describe achievements not activities
 - ✦ Observable, demonstrable, or measurable end results
 - They are achievable in one year
 - ✦ If not, break them down into multiple results for multiple action plans
 - They are assignable to one person for implementation

Evaluating specific results



- Tests of effectiveness
 - If all are achieved...
 - ✦ Will the strategy be fully implemented?
 - Are all of them truly necessary?
 - ✦ Do all provide good return on investment?

Criteria for a Good Specific Result Statement



- It describes an achievement which is measurable, observable, or demonstrable.
- It is accomplishable in a year or less.
- It is assignable to one person for implementation, provided that person has the resources (human, financial) to accomplish the result.
- It makes a significant contribution to the strategy (and therefore the mission and objectives).
- It is NOT a “plan to plan.”
- The statement should stand alone to an ordinary person and not be dependent on the action steps to be understood.
- The contribution to the mission is worth the time, effort, and resources necessary to implement the result (that is, the benefits outweigh the costs).

Sample Specific Results



- A Freshman Academy at the high school will be established.
- An assessment for higher order thinking skills not already assessed by standardized tests will be created.
- Each high school student will use an electronic portfolio to demonstrate achievement of his/her personal learning plan.
- Parents will have password electronic access to their child's academic performance.
- Permanent ability tracking in grades K-6 will be eliminated.
- Intensive summer reading instruction will be implemented for fourth and fifth grade students demonstrating greater than one year deficiency in reading.
- A common model of parental involvement will be implemented districtwide.

Which Specific Results are Correctly Written?



1. The concept of 21st century skills necessary for graduation will be studied.
2. A variety of authentic assessment tools, that accurately measure identified learner competencies at each grade level will be developed for all subject areas on a phase-in basis.
3. A coordinator for school/community partnership activities will be appointed for the district.
4. The number and diversity of parents who are involved in school policy and program decision making will increase by at least 20 percent.
5. The professionalism of teachers will improve.
6. An alternative funding formula will be prepared for state representatives to advance during the next session.
7. All students with special needs will be served in inclusive programs to every extent possible.
8. All teachers with included students will be trained in co-teaching methods.
9. All buildings will be renovated to bring them up to modern standards.
10. The possibility of full-day kindergarten will be researched.

A Mini Cost-Benefit Analysis



	Costs	Benefits	Total (Costs*Benefits)
Specific Result 1			
Specific Result 2			
Specific Result 3			
Etc.			

Before Writing Action Plans



1. Is each specific result necessary to implement the strategy?
2. Is the set of specific results sufficient to ensure the strategy will be fully implemented as intended?

Writing Action Plans



- **Mechanics**
 - Write one plan for each specific result
 - Identify necessary steps
 - ✦ Time, effort, money, thought, etc.
 - Develop sequence
 - ✦ Due dates and responsibility come later

Implementation



- Time horizon
 - For the entire set of plans:
 - ✦ 5 Years
 - For each individual plan:
 - ✦ 1 year

Cost-Benefit Analysis



- Examine your work
 - What benefits will this plan create?
 - ✦ Tangibles and intangibles
 - What will it truly cost?
 - ✦ Tangibles and intangibles
 - Is there adequate return on investment?

Tangible Benefits



- Forecast the quantitative advantages
 - Lower costs
 - Higher scores
 - More graduates
 - Additional revenues
 - Etc.

Intangible benefits



- Forecast the qualitative advantages
 - Improved morale
 - Higher self-esteem
 - Greater sense of involvement
 - Etc.

Tangible Costs



- Approximate expenditures
 - Funds for:
 - ✦ Supplies
 - ✦ Staff
 - ✦ Equipment
 - ✦ Consulting services
 - ✦ Etc.

Intangible Costs



- Estimate likely negative consequences
 - Qualitative issues
 - ✦ Stress

Controversy among _____?

Frustration with _____?

Anxiety about _____?

Increased workload

Etc.

Cost-Benefit Analysis



- Purpose
 - To determine:
 - ✦ Return on investment
 - ✦ Implementation schedule

Trust that...



People of good will,
working for the common good,
will always make good choices.